

General Sideboards for all work groups assigned to implement redesign recommendations

- WMPR team recommends Implementation Worksheet and general Work Group membership to WaMT.
- WaMT approves Work Group.
- The Work Group's primary contact is the team sponsor (either a WaMT member or a member of the WMPR team).
- WaMT provides the general direction for Work Group activities and is responsible for ensuring implementation occurs timely and within sideboards.
- WaMT is responsible for reporting performance measures on redesign implementation to the AWMT, quarterly

Implementation Activity Worksheet

Theme: Communication and Stakeholder Involvement

Activity: Define broad program decision making process that addresses issues defined in sideboards (see below).

Charge:

- Develop and define a decision making process for the waste and materials management program that integrates streamlined decision making and trust, and encourages risk-taking for purposes of achieving greater environmental gains. (Examples of decisions to be considered would be policy decisions, plan review decisions, issues related to precedent setting requests)
- Bring back to Redesign team for check-in to determine if proposed system addresses issues brought out during redesign input.

Sideboards:

- Must take into consideration new/proposed program structure and management systems.
- Authority for decisions to be made at the lowest applicable level.
- Consider issues of trust in professional opinions vs. authorities required for long term issues of enforcement.
- Clear lines of authority and responsibility.
- System of checks and balances to ensure system is working effectively including authorities for corrections.
- Review with current decision making policies including signature authorities, conflict resolution, acceptable decision models (consensus, substantial agreement, voting, etc.), and any other applicable documents utilized within the program.
- Encourages movement toward risk-taking, reduction of command and control, and movement toward green tier type activities.

How to get the job done-person or workgroup-leadership:

- WaMT assign subteam to do development (one regional mgr, one central office mgr, and ability to assign additional members if needed).
- Include at least one member from Program Redesign Team.
- Assign sponsor

Necessary steps:

- Review current decision making authorities and determine where hold ups may be and where streamlining could be done.
- Make modifications to current authorities to correct findings.

- Submit final document to WaMT for concurrence.
- WaMT compares actual decision making to new guidelines on a regular basis and makes corrections to practice and/or guidelines as needed.

Timeline:

- Form sub-team to begin work drafting changes by April 15, 2005 after second draft report is completed by program structure implementation team (this is based on the need for the modifications to be based on the new structure). Initial work of putting together reference material could be done prior to this time.
- First draft May 6, 2005
- Final document June 1, 2005

Skillssets:

- Regional and central office management (2 or 3 people)
- One team leader (to be determined by WaMT)
- One or two staff (to be determined by WaMT)

Resource needs (hours/FTES and \$):

- Research - 2-4 hours per team member
- Development - 10 hours per team member
- Final Document - 2-4 hours per team member

Dependencies- other programs, etc.

- None evident.